

INDIA PARTNERSHIPS PROGRAM

ANNUAL PROGRAM STATEMENT (APS)

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Table of Contents

I.	Background	3
II.	USAID/India's Partnership Annual Program Statement (APS)	4
	A. What is an India Partnership?	4
	B. USAID/India's Development Objectives and Priority Sectors	5
	C. Partnership Basic Requirements	5
	D. Why Partner with USAID/India?	6
III.	The Partnership Building Process	7
	A. Eligible Partners.....	9
	B. Overview of the Partnership Building Process	8
	C. Due Diligence Review and Pre-Award Assessment	10
	D. Additional Considerations	11
	Attachment 1 - Health	12
	Attachment 2 - Urban Water and Sanitation.....	17
	Attachment 3 - Early Grade Reading	18
	Attachment 4 - Clean Energy and Forestry	19
	Attachment 5 - Food Security and Nutrition	21
	APPENDIX I - Questions and Answers.....	23

I. Background

The U.S. Agency for International Development (USAID) is committed to increasing the sustainable impact of our development cooperation programs with India through partnerships. Globally, and in India, the availability of private resources far surpasses the level of official development assistance. Partnerships enable USAID/India to leverage private sector assets, innovation, markets and expertise, as well as public resources, from a variety of contributors. The India Partnerships Program is designed to catalyze, facilitate, and support such collaboration toward shared objectives in such important areas as maternal and child health, control of infectious diseases, the promotion of clean and renewable energy, early literacy, water access, and food security.

USAID/India's five-year Country Development Cooperation Strategy (CDCS) for the period 2012-2017 recognizes that major global development challenges remain for which different solutions, approaches and resources are needed to effect the magnitude of change required to meet these challenges in a cost-effective, sustainable manner. Hence, the CDCS envisions a shift towards building partnerships that enable private and public sector actors to collaborate with USAID/India, to contribute significant resources and to identify innovative solutions to development problems. These are then tested, diffused and scaled to engage and benefit base-of-the-pyramid populations in India and across the globe.

USAID defines innovations as those interventions that utilize novel business models or products or services that lead to dramatic improvements (not incremental ones) in addressing development challenges. Innovation can incorporate science and technology, but this integration is not mandatory. Innovation should help produce significant development outcomes more effectively, more cheaply, more sustainably, that reach more beneficiaries, and in a shorter period of time. Ideally, such innovations would provide a significantly amplified and/or accelerated positive development result.

USAID/India also recognizes that India's new Companies Bill, with its provisions on Corporate Social Responsibility (CSR), provides a tremendous opportunity to merge private funding with donor objectives. These new provisions, applicable from April 1, 2014 onward, stipulate that qualified companies should spend at least 2% of their average net profit from the previous three years on eligible CSR activities. In light of this new rule, USAID/India is seeking to partner with companies in order to provide an attractive vehicle through which Indian companies can not only fulfill their CSR obligations, but also work with USAID/India to achieve shared development objectives.

This Annual Program Statement (APS) for the India Partnerships Program (IPP) is USAID/India's invitation to potential Resource Partners. These are private sector businesses (particularly Indian private businesses), foundations, financial institutions, entrepreneurs, investors, philanthropists, and others that can identify and suggest ways to utilize their financial resources to collaborate with USAID/India. This invitation is equally extended to potential public sector partners (e.g., the Government of India, public companies, as well as other bilateral and multilateral donors).

The APS is also USAID/India's invitation to prospective Implementing Partners (e.g., NGOs, private sector concerns, and others) who can engage and work with Resource Partners. USAID/India encourages Indian implementing organizations (for-profit and not-for-profit non-governmental

organizations) and non-traditional Indian development partners, to reach out to Resource Partners, Indian or otherwise, and explore ways in which collaboration with USAID/India might help advance shared development goals.

Successful partnerships are grounded at the intersection between core business and philanthropic interests and one or more of USAID/India's development objectives. To determine that intersection of business and philanthropic interests with USAID's development goals, USAID encourages prospective partners to review information about USAID/India's development objectives at www.usaid.gov/india/cdcs and to attend an Interested Partners Conference. Interested applicants also may find it prudent to meet with USAID staffers in order to better understand USAID's development objectives before submitting a Concept Note. Requests for consultations may be submitted to indiapartnerships@usaid.gov.

II. USAID/India's India Partnerships Program

This APS announces USAID/India's desire to partner with the private sector, including for-profit as well as not-for-profit entities, and provides a pathway for potential partners to engage with USAID/India. This APS provides a competitive opportunity for any proposed partnership that is responsive to the terms herein.

A. What is an India Partnership?

An India Partnership is a public-private sector collaboration focused on overcoming critical development challenges through innovations that can be rigorously tested, shared, and scaled in India and abroad. The goal of such collaboration is to tackle development challenges in a replicable and sustainable manner leading to dramatic improvements in development indicators. Ideally, USAID/India is seeking to catalyze Indian-funded and Indian-conceived innovations that are responsive to development challenges and are implemented by Indian organizations. However, through this APS, USAID/India is open to considering a wide range of partnership approaches, whether Indian financed and implemented or otherwise, in order to achieve its development objectives. It is understood that all partners will share in risks and responsibilities. The first step in a developing a partnership with USAID/India is the submission of a Concept Paper that will be described in more detail herein.

Partnership awards under this APS may be structured in a variety of different ways. Some of the most common ways are through grants, fixed obligation grants, and cooperative agreements.¹ It is also possible that in some cases, USAID and a Resource Partner may agree to separately fund

¹ For definitions and descriptions of these types of agreements, please see; http://www.usaid.gov/business/business_opportunities/cib/pdf/aapd04_16.pdf and ADS 303 at <http://www.usaid.gov/policy/ads/300/303.pdf>.

For non-U.S. non-governmental organizations, Standard Provisions for non-U.S. Non-Governmental Organizations in ADS 303 are applicable. Please refer to <http://www.usaid.gov/policy/ads/300/303.pdf> for governing regulations, standard provisions, required certifications, and standard forms SF-424, SF-424a, SF-424b that will need to be submitted by applicants prior to award.

activities that will be coordinated to achieve a particular goal; in such cases the arrangement would be memorialized via a Memorandum of Understanding (MOU). In other cases, some Resource Partners may wish to provide funding directly to USAID/India in order to implement a particular activity. The APS also allows for the submission of partnership concepts that include Development Credit Authority (DCA) partial credit guarantees. For more information on DCAs please visit <http://www.usaid.gov/what-we-do/economic-growth-and-trade/development-credit-authority-putting-local-wealth-work>.

B. USAID/India's Development Objectives and Priority Sectors

Partnerships developed under this APS should contribute to achieving one or more of USAID/India's core development objectives. USAID/India's programming is focused on five key areas. The largest of these is Health, where USAID/India focuses on maternal and child health, behavior change communication, the prevention and control of HIV/AIDS and tuberculosis, and improved water and sanitation in major cities. Education is also a major priority, and USAID/India has been actively working to improve early grade reading skills. Other areas of interest are Clean Energy and Food Security. A detailed explanation of USAID/India's core development objectives may be found at <http://www.usaid.gov/india/cdcs>. In addition, USAID/India's priority areas for potential partnerships are explained in more detail in Attachments 1-5 of this APS. Prospective partners should carefully review these development objectives and priorities in order to better determine how their interests and USAID's development objectives intersect.

Notwithstanding these core development objectives, USAID/India reserves the right to consider other innovative and creative ideas under this APS. USAID/India may also consider partnerships seeking to address cross-cutting themes articulated in the CDGS such as women's empowerment.

C. Partnership Basic Requirements

Partnerships are expected to bring significant new, non-U.S. Government Resources, whether money, ideas, technologies, experience, or expertise, to address Indian and global development problems. In addition to having some alignment with USAID goals, partnerships should have an overall value of at least \$1 million (Rs. 6 crore) which includes a minimum one-to-one match of USAID and non-USG funds. This means that a potential partner, or an alliance of partners, should be able to contribute at least \$500,000 (Rs. 3 crore) in cash and in-kind non-USG resources to the proposed partnership. Accordingly, an ideal partnership should have the following characteristics:

- Clear alignment with one of USAID/India's core development objectives;
- Have an overall program value of at least \$1 million (Rs. 6 crore);
- Include a minimum matching 1:1 contribution of private, non-U.S. Government resources; and
- Have a period of performance of no more than 60 months.

D. Why Partner with USAID/India?

There are host of reasons for organization to consider partnering with USAID/India. Among them are the following:

1. Philanthropy

The recent past has shown a clear upward trend in India's charitable giving from a dynamic and diverse set of actors, including high net worth individuals, corporate and family foundations, a large diaspora community, and various other philanthropists. However, the need for philanthropy today is greater than ever. According to Bain & Company's *India Philanthropy Report 2013*: "The time has come for like-minded stakeholders in India's philanthropic community to come together to define and popularize sector-specific impact metrics. As our research indicates, the payoffs of such an initiative for all stakeholders and, more importantly, for the final beneficiaries will be manifold."

2. Corporate Social Responsibility

India's new Companies Law stipulates that qualified companies should spend at least 2% of their average net profit from the previous three years on eligible CSR activities. The India Partnership Program is designed to offer companies with a flexible CSR solution that can be customized to align with the goals of their approved CSR policy and provides the structure for ongoing monitoring and reporting of program results.

3. Access to USAID's Development Expertise

Whether a potential partner is motivated by philanthropy or by legal obligation, USAID/India has an important value added: we know development. USAID/India has been in the development business for over 50 years in every corner of the world. We have contributed to successes in India from the agricultural Green Revolution of the 1960s to our more recent support for the eradication of polio. We can readily access world renowned technical experts in any field of development and have the influence to convene key stakeholders that can facilitate the achievement of our programmatic objectives. We also can work with potential partners to design programs that produce positive outcomes that are sustainable over the long-term, even after the end of our funding commitments. We select our implementing partners through competitive, merit-based systems that include a process to vet an organization's technical and management capacity. We gather and analyze quality data in order to measure the results of our programs and subject them to rigorous impact evaluations so that we can apply lessons learned to ongoing and future activities. So while our reputation alone may lend credibility to your development activities, the real value of a partnership with USAID is that our experience and expertise can help mitigate risks and promote success.

4. Shared Value

Lastly, we firmly believe that partnering with USAID/India to invest in development makes good business sense. We wholly embrace a shared value approach that recognizes tremendous opportunities for innovation and growth in tackling social problems. As articulated in the Harvard Business Review by Michael Porter and Mark Kramer: "Businesses must reconnect company

success with social progress. Shared value is ... a new way to achieve economic success. It is not on the margin of what companies do but at the center.” This powerful idea helps explain why USAID/India wants to collaborate with companies to create development solutions based on their established business model.

III. The Partnership Building Process

A. Eligible Partners

USAID/India seeks Concept Papers for partnerships from a variety of organizations that are prepared to provide significant financial or in-kind resources to tackle a specific development problem. Such organizations have generally been referred to as Resource Partners in this APS. While this APS is open to worldwide competition, USAID/India is particularly interested in working with the Indian private sector. This includes non-traditional partners such as: 1) private businesses, 2) business and trade associations, 3) foundations, 4) financial institutions, as well as more traditional non-profit, non-governmental organizations and for-profit development firms.² To be eligible, all partners must be legally recognized entities organized under applicable law. Individuals are not eligible. Grant funds may be used, in part, to build the capacity of local organizations, whether they are for-profit or non-profit.

In addition, USAID/India is open to receiving Concept Papers from organizations, such as non-profit, non-governmental NGOs, that may not themselves be able to provide funding, but which through their network of contacts and associations may be able to secure private sector funding for particular projects which they may be interested in implementing. Such organizations are referred to in this APS as Implementing Partners.

All organizations are expected to comply with applicable local laws. For Indian organizations that will receive USAID/India funding, it may be necessary to obtain Government of India approval in accordance with the Foreign Contributions Regulations Act (FCRA) prior to receiving such funds. USAID advises that prospective bidders consult local counsel on these issues at the Concept Paper stage.

² In accordance with 22 CFR 226.81, USAID policy prohibits the payment of fee/profit to any prime recipient under assistance instruments and, as 22 CFR 226.5 states, unless specifically excluded, all requirements for recipients apply to sub-recipients if they meet the definition of “recipient.” Therefore, fee/profit under assistance awards is prohibited for recipient and sub-recipients. Forgone profit does not qualify as cost-share or leverage. If a prime recipient has a (sub)-contract with a for-profit organization for the acquisition of goods or services (i.e., if a buyer-seller relationship is created), fee/profit for the (sub)-contractor is authorized. A for-profit local organization may apply for grant funding under this APS; however, it will forego profit on the alliance activities.

B. Overview of the Partnership Building Process

The Partnership building process has three steps. All applications must be in English and submitted electronically via email as instructed by the USAID Agreement Officer.

Step 1: Review of USAID/India's Development Priorities

Prospective partners are encouraged to review USAID/India's strategies and programming priorities at www.usaid.gov/india/cdcs as well as the priority programming areas contained in the Attachment section of this APS. Potential partners also should attend one of USAID/India's Interested Partner Conferences, which are announced periodically on the USAID/India website and/or <http://www.grants.gov>, prior to developing and submitting partnership ideas.

Step 2: Submission of Concept Paper

Prospective Partners are requested to submit their Concept Papers electronically to indiapartnerships@usaid.gov. **Interested Partners must limit their Concept Papers to seven (7) pages plus a cover page (8 total pages).** USAID/India will review Concept Papers using the evaluation criteria listed below and notify the applicant within 60 calendar days after receipt of Concept Paper as to whether or not USAID/India wishes to discuss the proposed partnership further.

a. Concept Papers shall include a Cover Page consisting of the following:

- i. Solicitation Number (APS-386-13-000003)
- ii. Name and address of organization
- iii. Type of organization (e.g., for-profit, non-profit, local organization, university, etc.)
- iv. Point of Contact (lead contact name; relevant telephone, and e-mail information)
- v. Signature of authorized representative of the applicant

b. Concept Papers should adhere to the following format:

- i. Background
- ii. Technical Approach includes:
 - Define the problem or issues to be addressed and provide an analysis of the context that demonstrates an understanding of the needs, the complexity of the situation, and the challenges of programming or service provision in the identified geographic area or for the targeted audience;
 - Discuss the process or product innovation demonstrating a clear alignment with applicable USAID development objective;
 - Explain how or why the proposed approach will be more successful or effective than other approaches and be appropriate for effective scale up. If the applicant is proposing capacity building of Indian organizations, describe what areas are targeted (e.g. strategic planning, business development, quality assurance, etc.);
 - Discuss the development impact for bottom-of-the-pyramid populations addressing feasibility, sustainability, and scalability;
 - Integrate equitable participation and empowerment of women and girls by addressing constraints and providing opportunities;

- iii. Identified Resource and (if applicable)/Implementing Partners and demonstrate required minimum 1:1 match;
- iv. Budget breakdown of the major cost categories.

c. Evaluation Criteria. The following criteria will be used to evaluate Concept Papers:

- i. Level of Funding/Required Leverage.** As noted previously in this APS, India Partnerships should have an overall value of at least US \$1 million (Rs. 6 crore). While smaller projects may be considered, those that do not meet this minimum leverage requirement are unlikely to succeed.³
- ii. Alignment with USAID/India Programming Priorities.** The proposed activity should align with USAID/India's strategic plan found at <http://www.usaid.gov/india/cdcs> and programming priorities (see Attachments); including a focus on development outcomes, innovation and base of the economic pyramid populations.
- iii. Indian Financed/Indian-led.** As noted previously, one of the goals of the India Partnerships Program is to develop Indian financed, Indian implemented solutions to critical development problems. Accordingly, while this APS is open to worldwide competition, the extent to which the solutions, funding and implementation proposed in a given Concept Paper are locally generated will be considered a plus.
- iv. Development Impact: Feasibility, Sustainability and Scalability.** USAID will evaluate the prospective development impact of the proposed partnership, paying particular attention to:
 - **Feasibility:** The proposed partnership should have well-defined and achievable objectives with explicit magnitude of change linked to USAID's targets. The enabling environment and the proposed combination of partner assets, resources and expertise

³ In order to facilitate substantive private sector investments, broaden the level of partner engagement, and help enhance the prospects of sustainable, wide-scale impact, partnerships must have an overall value of at least U.S. \$1 million or (Rs. 6 crore). The private sector contribution must equal and, in general, should significantly exceed the level of resources provided by the U.S. Government (i.e. be at least Rs. 3 crore). USAID refers to this private sector resource mobilization as leverage.

Meeting the leverage requirement is not a narrow accounting exercise. Rather, it is an effort to identify the programmatic inputs that will most effectively increase the impact of USAID's development assistance and the success of the partnership. In practice, leverage is typically a combination of cash and in-kind contribution. Examples of in-kind contributions that USAID might accept as leverage include:

- Commodities such as drugs, foodstuffs or equipment;
- Use of training or other purpose-specific facilities necessary to a program's implementation;
- Value of time donated by technical consultants or company employees;
- Value of salaries of staff dedicated to a project;
- Technology, communications and capital assets;
- Intellectual property rights;
- Licenses.

Certain types of resources cannot be counted as leverage. These include:

- Foregone profit;
- Value of brand, reputation, or "goodwill";
- General overhead costs for an organization that are not directly related to partnership activities;
- Commitments to purchase or pay a premium for products or services generated as a result of partnership activities.

should be sufficient to yield significant impact on a specific and important development challenge. Financial and technical approaches must be viable. In addition, the involvement of Indian partners and/or beneficiaries in the development and implementation of the partnership should be clear and sufficient to demonstrate a strong likelihood that the partnership will be successful.

- **Sustainability:** The partnership should demonstrate the potential to yield sustainable solutions to the development challenge being addressed. In addition, the proposed partnership should involve Indian partners in leadership roles to enhance sustainability. Further, the proposed partnership should include a plan for engaging and strengthening capacity of local partners.
- **Scalability:** Whether and how the proposed approaches can be scaled or replicated in a manner that would offer a broader set of impacts at the national, regional or global level.

Step 3: Full Application - Formation of the Partnerships

If USAID/India determines, after review of the Concept Paper, that there are shared development goals as well as a strong potential for success, the Mission may either: i) engage the prospective partner to clarify aspects of the proposed projects; or ii) ask the prospective partner to submit a full application. Otherwise, USAID will respectfully decline the proposed partnership.

Consultations or discussions, if any, which may occur between Mission staff and prospective partners, do not constitute any Agency commitment to developing or supporting a partnership or any commitment to funding the proposed partnership.

The USAID Agreement Officer will provide specific requirements and instructions for submitting the full application.

Full applications submitted under this APS must provide more detailed information on topics previously addressed in the Concept Paper as well as the following:

- i. A detailed monitoring and evaluation plan, including the gathering of baseline data, and the use of control groups and/or counterfactual approaches;
- ii. Detailed budget and financial plan with major line items, identification of funding source (i.e., by partner) for each, and a narrative description of what the resources will be used for. Cost-share resources should be distinguished from leverage resources. The budget section of the application should also include documentation of commitments and/or MOUs from all partners of the partnership;
- iii. Implementation Schedule.

Successful designs will be implemented through an assistance award, e.g., grant, cooperative agreement, or other appropriate mechanism.

C. Due Diligence Review and Pre-Award Assessment

USAID/India expects to perform due diligence on potential partners prior to entering into a partnership. Potential partners must exhibit fiscal responsibility, character, and integrity. The U.S. Government will conduct due diligence on all prime applicants and/or prospective awardees. Potential implementers should have also conducted due diligence on potential Resource Partners and are welcome to provide any information deemed useful.

In addition to the due diligence review, USAID expects to conduct a pre-award assessment or similar review, as appropriate, of the management systems of any new partner organization that would receive assistance under this APS.

D. Additional Considerations

1. Issuance of this APS does not constitute an award or commitment on the part of the U.S. Government, nor does it commit the U.S. Government to pay for costs incurred in the preparation and submission of an application.
2. The India Partnerships Program and this APS are not supported by specific funds. This APS provides a vehicle for soliciting and receiving concept papers from potential resource and/or implementing partners.
3. All potential partnerships are subject to an initial environmental examination before final approval.
4. USAID/India may amend this APS from time to time, as necessary or appropriate. Any such amendments can be found at www.grants.gov and/or the USAID/India website.

This APS may be amended at the discretion of the USAID Agreement Officer.

ATTACHMENT 1

Health

Gender for Improved Reproductive, Maternal, Newborn, Child, and Adolescent Health (RMNCH+A):

Background: As is well documented, mortality and natality inequalities are seen through differential allocation of care to girls and boys, prenatal sex selection, female feticide and infanticide, neglect, and gender-based violence, among others. Skewed sex ratios at birth, and in later years, indicate that girls are disadvantaged in India. The continuous decline in the girl: boy sex ratio is a pressing concern, especially in northern India. Data repeatedly underscores wide gender disparities in child immunization, care and treatment for diarrhea and pneumonia, and nutrition including, breast feeding. Young women and girls continue to be victims of neglect, poor healthcare, and violence during adolescence and maternity. Unfortunately, gender inequalities in India surpass geographies (urban or rural), class, caste, religion, and literacy levels emphasizing the need for a holistic approach to address this issue. At the launch of the ‘Call to Action for Child Survival and Development’, and in the subsequent launch of the ‘*Rashtriya Kishor Swasthya Karyakram* (The National Adolescent Health Program)’ and the ‘Weekly Iron and Folic Acid Supplementation’ program, the Government of India (GOI) renewed its commitment to improve the health of women and girl children. The GOI has prioritized high impact Reproductive, Maternal, Newborn, Child, and Adolescent Health (RMNCH+A) interventions, and a gender sensitive approach will be critical for lasting results. USAID/India supports the GOI’s commitment to reduce gender disparities in health and has been designated as a lead RMNCH+A partner in the six states of Punjab, Haryana, Uttarakhand, Jharkhand, Himachal Pradesh, and Delhi.

Partnership Objectives: Under this APS, USAID/India is seeking innovative partnerships to achieve gender equitable RMNCH+A outcomes at scale in the six states for which USAID is a lead Development Partner as designated by the GOI, and to support maternal and child health policy and advocacy efforts at the national level. It is envisaged that the partnerships will have a significant impact on improving state specific gender differentials in sex ratios at birth; in infant and child mortality among girls; and in breastfeeding, immunization, and treatment seeking behavior for childhood illnesses among girls. It is also envisaged that these efforts will result in a reduction in anemia among adolescent girls and young married women and in gender-based violence, for example violence during pregnancy and the postpartum period.

Engaging Private Sector Providers of Products and Services for Improved Reproductive, Maternal, Newborn, Child and Adolescent Health (RMNCH+A) Outcomes:

Background: In India, in recent years, there has been significant improvement in RMNCH+A related indicators. According to the Sample Registration System (SRS) 2012 report, the maternal mortality ratio (MMR) in the country is 178, the under-five mortality rate (U5MR) is 52 and infant mortality rate (IMR) is 42. Although all these critical RMNCH+A indicators have declined over the years, there are wide inter-state and intra-state variations, and there is a need for innovative efforts and partnerships to accelerate the pace of ending preventable child and maternal deaths in the country. Private healthcare providers have a critical role to play and yet there have been limited efforts to engage them at scale to improve RMNCH+A outcomes. The largely unregulated nature of private health care providers is a daunting challenge.

Partnership Objectives: USAID/India under this APS invites partnerships for engaging private health care providers for provision of high-quality Reproductive, Maternal, Newborn, Child and Adolescent Health (RMNCH+A) products and services, primarily targeted towards the bottom two population quintiles, in the six states of Uttarakhand, Jharkhand, Haryana, Punjab, Delhi and Himachal Pradesh, where USAID is the lead development partner. These partnerships will promote implementation of proven high-impact RMNCH+A promotive, primary, and secondary care interventions, for example for emergency and essential obstetric and newborn care, management of low birth weight newborns, immunizations, case management of pneumonia and diarrhea, and family planning for delaying the age of first pregnancy and birth spacing.

Successful partnerships will institutionalize provision of proven, high-quality RMNCH+A products and services by private health care providers. USAID is not seeking to support routine or ad hoc training programs or skill building sessions. Partnerships will be supported by robust monitoring frameworks, aligned with the GOI 5X5 matrix components as appropriate, and leverage existing GOI RMNCH+A scorecards and dashboards. All models, approaches, and tools to be employed need to have in-built sustainability mechanisms, and seek to deliver RMNCH+A outcomes at scale in the six USAID focus states. Successful partnerships will demonstrate improved provision of proven, high-quality RMNCH+A products and services by private healthcare providers and associated improvements in crucial RMNCH+A indicators in the six USAID-supported states.

Ending Preventable Maternal and Child Deaths among India's Urban Poor:

Background: Like many countries, especially in Asia, India is facing growing urbanization. A third of India's population resides in an urban area. A quarter of India's urban population lives in slums. Four states account for 26% of India's urban population, or 97,944,813 million people, and yet they also account for 47.5% of all under five child deaths, or 645,203 per year. With 60% of urban poor children not fully immunized, 47% below three years of age underweight, and 59% of women between the ages of 15 and 49 anemic, the condition of the urban poor is of equal concern as their rural counterparts. The newly announced National Urban Health Mission (NUHM), part of the overarching National Health Mission, aims at strengthening urban preventive, primary and secondary health care and referral services, especially for improved maternal and child health.

Partnership Objectives: USAID/India is seeking partnerships to improve access to affordable and quality promotive, primary, and secondary Reproductive, Maternal, Newborn, Child, and Adolescent Health (RMNCH+A) services for the urban poor, in four states most burdened by child deaths, and among the nine states with the highest burden of urban maternal and child mortality, namely, Delhi, Madhya Pradesh (MP), Rajasthan and Uttar Pradesh (UP). Successful partnerships will bring to scale proven, high impact RMNCH+A interventions through both the public and private sectors. Selected interventions will build on the GOI's 5X5 matrix, but may be adopted to private sector health care provision will leverage private sector resources, expertise, and convening power for institutionalizing promotive, primary, and secondary health services in slum areas, and complement NUHM resources and resources provided by other lead state Development Partners, namely DFID in MP, UNFPA in Rajasthan and Bill and Melinda Gates Foundation in UP. Partnerships will further achievement of health outcomes under India's Call to Action as outlined in the Ministry of Health and Family Welfare's RMNCH+A Strategic Framework, and associated dashboard and scorecards.

Strengthening Pre-Service Education for Nurses and Midwives for Accelerating Reproductive, Maternal, Newborn, Child and Adolescent Health (RMNCH+A) Outcomes:

Background: The quality of Reproductive, Maternal, Newborn, Child, and Adolescent Health (RMNCH+A) care is not consistent throughout the country. One of the main factors contributing to inconsistent quality of RMNCH+A care is limited skills, experience, and competencies of providers, especially nurses and midwives who are often the only providers serving rural, poor, and vulnerable populations. The capacity of nursing schools to produce competent and confident nurses and midwives is crucial for sustained improvements in RMNCH+A. There is a need to strengthen the foundation through improved pre-service education (PSE) for nurses and midwives. In recent years, there have been some efforts to augment the capacity of nurses to deliver better RMNCH+A care in the public sector. However, these efforts need to be scaled-up and institutionalized through both public and private nursing and midwifery training institutions.

Partnership Objectives: USAID/India under this APS invites partnerships for strengthening pre-service education of nurses and midwives in delivering proven, high impact RMNCH+A interventions in up to ten states of India. This includes the six states in which USAID is the lead Development Partner, including Uttarakhand, Jharkhand, Haryana, Punjab, Delhi and Himachal Pradesh, as well as four of the five states most burdened by child deaths, including Uttar Pradesh, Rajasthan, Madhya Pradesh, and Orissa. Successful partnerships will help institutionalize systems for pre-service education of nurses and midwives as per the Indian Nursing Council's established educational and clinical standards at scale in the ten states. Successful partnerships will demonstrate and scale-up innovative models and approaches for capacity building and improved teaching skills of the faculty of nursing institutions. Outcomes will include achievement of educational and clinical quality performance standards and periodic assessments, partly through improved teaching methodologies and skills, improved skill labs with essential equipment, consumables and supplies, up-to-date libraries with GOI and international guidelines and reference books, and adequately equipped and maintained computer labs. Outcomes will also include institutionalization of training packages related to RMNCH+A care as per performance standards. Through improved pre-service education in public and private institutions, newly qualified nurses and midwives will be enabled to deliver high quality RMNCH+A care to women, newborns, children under five, and adolescents.

ATTACHMENT 2

Urban India Water and Sanitation for Health Alliance (Urban WASH Alliance)

Background: Like many countries, especially in Asia, India is facing a growing urbanization challenge. One of every three people now resides in an urban area. Some 114 million people live in India's 51 "million plus" cities. The eight Empowered Action Group (EAG) states, where the current USAID supported Health of the Urban Poor (HUP) program aligns with the National Urban Health Mission (NUHM), account for 31% of India's urban population, or 117 million people, and yet they also account for around 67% of all under five child deaths, or 0.9 million deaths per year. These states also account for 17 cities having million plus populations and around 28 million slum residents. A majority of the slum residents lacks sufficient access to safe water and sanitation services, and a third does not have sanitation facilities, compared to 19% of other urban dwellers. With 60% of urban poor children not fully immunized, 47% of children below three years of age underweight, and 59% of the women between the ages of 15 and 49 anemic, the condition of the urban poor is comparable to those living in rural areas. Water and health have an inextricably linked relationship. Diarrhea, largely attributable to water-borne disease, is the third leading cause of deaths and accounts for 13% of under-five mortality across India.

Desired Partnership Results: USAID/India is seeking partnerships to develop, test and evaluate models for water and sanitation WASH services for the urban poor, and bring them to scale, in up to seven metropolitan areas, namely, Mumbai, Hyderabad, Ahmedabad, Bangalore, Kolkata, Delhi and Chennai, and million plus cities in selected EAG states, namely, Rajasthan, Madhya Pradesh, Uttar Pradesh, and Jharkhand. Partnerships will source and scale interventions, to: (a) reach poor slum dwellers through public and private sector interventions to increase access to clean water and sanitation facilities and promote hygiene, (b) institutionalize WASH services in slum areas, (c) promote linkages to and build upon USAID's HUP activities, and (c) leverage efforts under national programs such as the Reproductive, Maternal, Newborn, Child and Adolescent (RMNCH+A) or national "Call to Action" (in which USAID is a partner), the Jawaharlal Nehru National Urban Renewal Mission (JnNURM), the National Urban Health Mission (NUHM), and other Development Partner efforts. Partnerships that leverage WASH and associated health outcomes in urban areas, and/or address high-priority environmental or climate adaptation concerns with potential to scale to other sites in India or elsewhere burdened by high child deaths will be prioritized. It is envisaged that the partnerships will result in increased number of people gaining access to improved drinking water sources and improved sanitation facilities. It is also envisaged that these efforts will reduce the prevalence of anemia amongst pregnant women, adolescent girls, and young children as well as a reduction in the instance of diarrheal disease in targeted areas. Partnerships that promote effective knowledge transfer in Urban WASH will also be considered. USAID anticipates entering into a limited number of strategic partnerships in this sector, to be coordinated through the Urban WASH Alliance, to promote learning and transfer of best practices across partnerships and to the broader development community.

ATTACHMENT 3

Early Grade Reading

Background: India has made tremendous gains in increasing access to primary education. At the time of independence, only 17 percent of primary school age children were in school. India's National Policy on Education (1986) and the Right to Education Act (2009) were key national policies that spurred the expansion of the education system. According to a recent Annual Status of Education Report (ASER), approximately 97 percent of 6 to 14 year olds were enrolled in school. With these impressive gains in access, the focus now shifts to the much more difficult task of making sure that these children stay in school and obtain the skills they need to function in a modern economy and society. Public dissatisfaction with the government system is growing, as evidenced by the fact that in many states there has been a significant increase in private school enrollment over the last five years; according to ASER, in Uttar Pradesh private school enrollment is as high as 49 percent and as high as 71 percent in Manipur. Nationally, enrollment of 6-14 year olds in private school increased from 19 percent in 2006 to 29 percent in 2013. What this marked shift towards private school enrollment reveals is the intense desire on the part of parents, even those who have never attended schools themselves, to have their children educated. Fundamental to that education is the ability to read.

Partnership Objectives: In line with Goal 1 of the USAID Global Education Strategy, USAID/India is focused on supporting innovative approaches for improving the early grade reading skills of primary school age children (ages 6-14) in more cost-effective and sustainable ways. Our goal is to strengthen the reading skills of at least 10 million children. Innovative approaches for attaining early literacy, whether within or outside the formal classroom, will be strongly considered. The Mission seeks to catalyze multi-stakeholder partnerships that identify and test innovative early grade reading models and stimulate the adoption and scale up of these models by the Government of India and other key players in India's education sector. Some of these innovations may also have relevance to other countries at a similar stage of development in the early grade reading sector.

References: [USAID Global Education Strategy](#)
USAID/India-supported READ Alliance (www.readalliance.in)

ATTACHMENT 4

Clean Energy and Forestry

Background: USAID seeks to support low carbon interventions which have the highest potential to reduce the intensity of GHG emissions, with an overarching goal to help mitigate long-term impacts of climate change on low-income people.

India committed to reduce the carbon intensity of its Gross Domestic Product by 20-25 percent by 2020, achieve its Millennium Development Goals by 2015, and provide access to electricity to its entire populace by 2017. To forge a sustainable path to achieve these objectives, innovations are needed to support India's goal to support low carbon economic development, as described in the 12th Five Year Plan.

In the forestry sector, the Indian Government has taken action to address challenges in the forest sector through innovative governance practices. However, there is a need for game-changing innovations in both technology and governance. In 2011, India initiated the National Mission for a Green India (GIM) under its National Action Plan on Climate Change. GIM addresses the need to promote sustainable landscape management for climate change. GIM underscores the significance of forests in ensuring food, water, and livelihood security. The mission was designed to enhance ecosystem services and biodiversity conservation; increase provisioning of fuel, fodder, small timber and non-timber forest products (NTFPs); and augment carbon sequestration in forests and other ecosystems. There is a demand for the adoption of technical innovations to develop effective and efficient monitoring, reporting and verification methods for carbon, as well as, for non-carbon services provided by forest ecosystems to reduce greenhouse gas emissions from carbon associated with land use.

In the energy sector, the rapid deployment of renewable technologies is driving the need to make the electrical system itself – especially the power grid – more capable of absorbing significant levels of India's renewable energy. Managing the costs of renewable energy integration into India's power grid is an imperative that has implications for India's poor, in addition to its importance to the competitiveness of India's economy. These issues are driving Indian entrepreneurs to develop local solutions which are affordable, appropriate for the local context, and which can be applied to lessen global climate change impacts. Many of the breakthroughs for low carbon products and services are likely to be forms of reverse innovation, originating in the developing world and transferred to developed countries.

Partnership Objectives: USAID/India is seeking to scale-up innovations that support low carbon growth. Key areas for partnerships include:

- **Forestry:** USAID seeks to support innovative approaches to forest conservation and management, with the ultimate goal of enhancing carbon sequestration. USAID will encourage innovative solutions and multi-stakeholder partnerships that can be adopted and scaled-up by the Indian Government and other key players in India's forestry sector.

- **Off-grid energy access:** USAID seeks to support innovative solutions and business models that can improve access to modern clean energy sources for electricity, with the goal of providing first-time service to one million people in India.
- **Large-scale integration of renewable energy into India's power grid:** USAID seeks to strengthen the capacity of India's electrical system to absorb significant increases in the power generation from variable renewable energy sources over the life of the 12th Five Year Plan. Competitive concepts will clearly demonstrate how technological, operational, and market innovations can benefit low-income people.
- **Air pollution:** USAID seeks to support innovative applied research/implementation of activities that focus on the issue air quality/pollution.⁴

⁴ Concepts dealing with air pollution must have explicit ties to climate change mitigation, as funds used to support the activities are earmarked by the U.S. Congress for "clean energy" or "sustainable landscapes"—both of which have climate change mitigation objectives.

ATTACHMENT 5

Food Security and Nutrition

Background: Over the past 50 years, millions of Indians were lifted out of poverty as a result of India's leadership in innovating products, processes, and services in agriculture. These agricultural innovations offer great potential for broader replication to address global development challenges in comparable biophysical and socio-economic conditions. Valuable lessons learned from India's development process can help other developing countries, where small land-holders or landless subsistence farmers suffer most from poverty and food insecurity. The adaptation and diffusion of proven Indian agricultural innovations can also significantly contribute to overcoming global climate change-induced constraints to agricultural production and productivity.

Under the agriculture/food security and nutrition sector, USAID/India's overarching goal is to support India's development and deployment of innovative solutions for overcoming the vicious cycle of global poverty and hunger by fostering inclusive agriculture-led growth. Partnerships will support the goal by improving agricultural productivity, expanding markets and trade, and increasing the economic resilience of vulnerable rural communities leading to a significant and measurable reduction in the prevalence of poverty and stunted children.

USAID is seeking partnerships in the area of agriculture and nutrition that will test, adapt and diffuse proven Indian innovations to help overcome low agricultural productivity, chronic poverty, and malnutrition in focus Feed the Future Countries in Africa and Asia (<http://www.feedthefuture.gov/countries>).

Partnerships should identify and share cost-effective, integrated solutions to support food security and improve nutrition that would benefit people at the BOP primarily in FTF focus countries in Africa and Asia. Agricultural partnerships that emphasize developing and deploying India innovation that can directly benefit base of the pyramid populations will be strongly considered.

Partnership Objectives: USAID/India seeks to establish partnerships in order to make focused investments in the following categories:

- **Support development innovations:** Focus on supporting promising innovations that are in the early stage of testing and lacks proof of concept.
- **Diffuse agriculture knowledge and innovations:** Transfer and/or commercialize proven innovations or integrated solutions.
- **Build institutional and human capacity:** Support innovative ways to build the institutional and human capacity in Africa and Asia.

Illustrative interventions include diffusion of the following:

- Innovative organizational structures or business models;
- Cost effective and appropriate productivity enhancing tools, climate-resilient technologies, best practices, services, and processes;

- Innovations that transform primary products to value-added goods and services for focus value chains and markets;
- Proven packages of innovative and strategic solutions that broaden opportunities for base of the pyramid inclusion into focus value chains.

The sharing and adapting of the proven Indian innovations must respond to local demands and needs of the country where the innovations are proposed to be transferred. The innovations selected should be based on clear evidence of significant impact in improving productivity, incomes, and/or nutritional outcomes.

APPENDIX I

Questions and Answers

Question 1: Can an organization submit more than one Concept Paper in response to this APS?

Answer: Yes, but we would prefer applicants to apply for the area where they see the greatest potential for an impactful partnership.

Question 2: Does a contribution from the government/ public Sector count towards the leverage provided by the Indian Partner in the project?

Answer: Yes, public sector resources could count towards the required 1:1 match. However, our preference would be to generate private sector funding.

Question 3: Is \$1 million the maximum USAID award amount?

Answer: USAID reserves the right to make awards of varying sizes.

Question 4: The APS states that “Ideally, such innovations and effective solutions would provide a 3-to-10 time increase or decrease in the development result that the partnership is seeking to achieve.” Is this efficiency sought to be achieved by 2015 in the applicant project, or by the end of the project’s performance period (60 months maximum from commencement of grant).

Answer: It is sought by the end of the project.

Question 5: Does the alliance have to be finalized at the time a Concept Paper is submitted?

Answer: Extensive private sector engagement must be evident, private sector resource commitments should be clear, and the private sector resources leveraged must meet the 1:1 requirement. While the alliance between non-USAID partners does not have to be finalized prior to submitting a Concept Paper, the level of partner engagement and commitment will be evaluated. Letters of support, intent or commitment from prospective Resource Partners are valuable indicators of such commitment, as are draft MOUs that describe the roles, responsibilities, and contributions of each of the alliance partners.

Question 6: Does USAID perform the monitoring and evaluation of the project?

Answer: In general, Implementing Partners that receive an award to implement an alliance will have significant monitoring and evaluation (M&E) responsibilities. USAID’s role in M&E efforts will vary. Other partners may have roles in monitoring and evaluation as well. There may also be midterm and final evaluations. All of the above will be negotiated in the final terms of the award and may be detailed in the MOU. For more information on USAID’s Evaluation Policy and approaches, please see <http://www.usaid.gov/evaluation>.